

The Effect of Work-Life Balance, Work Environment and Work Stress on Employee Performance of PT Coalindo Adhi Perkasa with *Organizational Citizenship Behavior* as an Intervening Variable

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Abstract

PT Coalindo Adhi Perkasa is a mining contractor company that implements a roster work system, in which employees work for a certain period and reside in company-provided housing. This work pattern has the potential to affect employees' work-life balance, working conditions, and stress levels, which ultimately impact their performance. This study aims to analyze the influence of work-life balance, work environment, and job stress on employee performance, with organizational citizenship behaviour (OCB) as an intervening variable. The research employed a quantitative approach using Structural Equation Modelling–Partial Least Squares (SEM-PLS) with the SmartPLS 4 software. The sample was determined through purposive sampling based on the criteria of employees working under the roster system, living in company housing, and not commuting daily. From a total population of 163 employees, 44 respondents met the criteria. Data were collected using a questionnaire with a five-point Likert scale. The findings indicate that work-life balance has a positive but insignificant effect on OCB and employee performance. The work environment has a positive and significant effect on both OCB and performance. Conversely, job stress has a negative but insignificant effect on OCB and performance. OCB has a significant positive effect on employee performance and partially mediates the relationship between the work environment and performance, but does not mediate the effects of work-life balance or job stress. The implications of this study emphasize the importance of creating a supportive work environment and strengthening OCB as strategies to improve performance in the mining sector, while personal factors such as work-life balance and job stress should be managed through organizational support to prevent a decline in employee commitment.

Keywords: *Work-Life Balance; Work Environment; Job Stress; Organizational Citizenship Behaviour; Performance*

INTRODUCTION

In an increasingly competitive development era, companies are required to have quality human resources (HR). Human resources are not only seen in terms of technical skills, but also in their ability to maintain a balance between work demands and personal lives, adapt to work environment conditions, and manage stress to stay productive. Employees are a vital asset of the company that contributes directly to the achievement of organizational goals. However, the complexity of the problems faced by employees, both from work and external factors such as family and social environment, can reduce motivation, work morale, and even overall performance.

One of the important issues that is widely discussed in modern human resource management is *work-life balance*. A balance between personal and work life allows employees to stay motivated, have good mental health, and be able to increase work productivity. Previous research has shown that *work-life balance* has a positive and significant influence on *organizational citizenship behavior* (OCB) and employee performance, while work stress has a negative impact on both (Hikmah & Lukito, 2021). Thus, the company's success in managing *work-life balance* can be a key factor for performance improvement.

In addition to *work-life balance*, the condition of the work environment also plays an important role. A conducive work environment, both from physical aspects (e.g. lighting, noise, air circulation) and non-physical aspects (work relationships, communication, organizational culture), is able to create

comfort and increase employee work motivation. Rahmatia et al. (2022) prove that the work environment has a positive and significant effect on OCB and performance. This means that the better the work environment the company creates, the greater the opportunity for employees to exhibit extra-role behaviors that support the effectiveness of the organization.

However, the reality on the ground shows that there are challenges in the form of work stress. Work stress can arise from workload pressure, high target demands, interpersonal conflicts, and less supportive working conditions. Work stress not only hinders thinking processes and decreases motivation, but can also reduce employees' tendency to show OCB, which is voluntary behavior to help colleagues outside of their formal duties. Previous research has stated that although work stress tends to have a negative impact, under certain conditions *work-life balance*, work stress, and the work environment still have a positive effect on employee performance (Mujahidin et al., 2023). This shows that there are complex and interesting dynamics that need to be studied further.

A similar phenomenon occurred at PT Coalindo Adhi Perkasa, a mining contractor company. The company's performance report showed a decline in the achievement of production targets for three consecutive months, both in the *Over Burden (OB)* and *Coal Getting (CG)* targets. Noisy field working conditions, inadequate lighting, and limited air circulation also affect the comfort and health of workers. In addition, the diversity of employee backgrounds demands more effective coordination and communication skills. This situation creates pressure that has the potential to increase work stress and decrease motivation, which ultimately impacts OCB and employee performance.

In this context, *organizational citizenship behaviour* (OCB) has a strategic role. OCB refers to extra-role behaviors carried out voluntarily by employees, such as helping colleagues, maintaining team harmony, and supporting the smooth operation of the organization. OCB is very important in mining companies such as PT Coalindo Adhi Perkasa which has a rotating work system (*roster system*) with high work intensity. Without voluntary contributions from employees, the workload can become heavier and affect the achievement of production targets.

Based on this background, this study formulates several research questions: (1) Does *work-life balance*, work environment, and work stress affect OCB? (2) Does OCB affect employee performance? (3) Does OCB play an intervening variable in the relationship between *work-life balance*, work environment, work stress, and employee performance? The objectives of this study are: (1) to analyze the influence of *work-life balance*, work environment, and work stress on OCB; (2) analyzing the influence of OCB on employee performance; and (3) examining the role of OCB as an intervening variable in the relationship between *work-life balance*, work environment, work stress, and employee performance at PT Coalindo Adhi Perkasa.

This research is expected to make a practical contribution to companies in designing policies and strategies to improve performance through *work-life balance management*, the creation of a conducive work environment, and effective stress management. Academically, this study enriches empirical studies on the relationship between these variables, as well as corroborates findings from previous research (Hikmah & Lukito, 2021; Rahmatia et al., 2022; Mujahidin et al., 2023).

Human Resource Management (HRDM) is an important foundation in managing individual potential to support the success of the organization. According to Mathis & Jackson in Kristanti (2023), HR includes a series of activities ranging from planning, procurement, development, to workforce control so that organizations are able to achieve goals effectively. This is emphasized by Prahendratno et al. (2023) and Fachrurazi et al. (2021) who emphasize that human resources must be oriented towards the quality and quantity of labor through a transparent selection process, sustainable development, and measurable performance evaluation. Thus, HR not only carries out administrative functions, but also has a strategic role in improving organizational culture, motivation, and employee performance.

One of the central issues in MSDM is *work-life balance*. This concept emphasizes the importance of a balance between professional responsibilities and personal life. Anggun & Alni (2024) refer to *work-life balance* as an effort to maintain the quality of work through the regulation of work and non-work activities, while Santoso & Sholikha (2023) emphasized that this balance includes time management between work, family, and social activities. Kembuan et al. (2021) added that *work-life balance* is a condition in which employees are able to manage the demands of professional and personal life in a balanced manner. The implementation of *work-life balance* has been proven to provide benefits, including increasing job satisfaction, loyalty, and productivity, as well as reducing stress levels and

turnover (Nurhabiba, 2020). This balance indicator can be seen from three aspects, namely time balance, involvement, and satisfaction (Barage & Sudarusman, 2022).

In addition to *work-life balance*, work environment factors also play a significant role in improving employee performance. Sedarmayanti in Basirun et al. (2022) defines the work environment as a set of conditions, both physical and non-physical, that affect the comfort of employees in carrying out their duties. Rahmatia et al. (2022) found that a conducive work environment has a positive impact on performance and OCB. A good work environment is characterized by adequate physical conditions, harmonious working relationships, adequate facilities, and appropriate working hours. On the other hand, a poor work environment can cause stress, lower motivation, and have an impact on high absenteeism rates and low productivity (Mardiana et al., 2023).

Work stress is another variable that has received a lot of attention in performance management research. Febriana et al. (2022) define work stress as an emotional condition characterized by feelings of distress and an individual's inability to adjust to work demands. According to Mangkunegara (2021), work stress arises from excessive workload pressure and has a negative impact on cognition and physical health. Robbins in Marunduri et al. (2023) explained that symptoms of stress can be seen from physiological, emotional, cognitive, and behavioral aspects. However, Leeming (2023) said that stress can also be positive if it is able to motivate employees to improve their performance. Factors that cause stress include organizational pressure, role demands, interpersonal conflicts, and unclear organizational structures (Adhistry et al., 2023; Loudoe et al., 2023).

In relation to employee performance, *organizational citizenship behavior* (OCB) is an important variable that plays an additional determinant. Robbins in Handoyo & Kharismasyah (2024) defines OCB as employee voluntary behavior that goes beyond formal job descriptions and contributes to organizational effectiveness. Kurnianto & Kharisudin (2022) and Yulianto et al. (2023) emphasized that OCB reflects an attitude of helping each other, maintaining harmony, and supporting the organization without demanding direct return. OCB has been proven to improve teamwork, reduce conflict, and support the achievement of organizational goals.

Based on the existing literature, the relationship between variables in this study can be understood as follows: a good *work-life balance* and a conducive work environment will encourage employees to be more motivated, loyal, and show OCB, so that their performance increases. Conversely, high work stress can reduce morale, lower OCB, and negatively impact performance. These findings are in line with the results of previous research, including Hikmah & Lukito (2021) which proved that *work-life balance* has a positive effect on OCB and performance, while work stress has a negative effect; Rahmatia et al. (2022) who emphasized the positive influence of the work environment on OCB and performance; and Mujahidin et al. (2023) who found that *work-life balance*, work stress, and the work environment simultaneously affect employee performance.

Thus, the theoretical framework of this study places *work-life balance*, work environment, and work stress as independent variables that affect employee performance, with OCB as the intervening variable. These theoretical concepts provide a strong foundation for testing the dynamics of intervariable relationships in the context of PT Coalindo Adhi Perkasa.

METHOD

This study uses a quantitative approach with the type of *explanatory research*, because it aims to examine the direct and indirect influence between independent variables, namely *work-life balance*, work environment, and work stress, on dependent variables, namely employee performance, with *organizational citizenship behaviour* (OCB) as intervening variable.

The study population includes all employees of PT Coalindo Adhi Perkasa which totals 163 people. The sampling technique used *purposive sampling* with the criteria of employees who work using a rooster system (rotating shifts), live in the company's mess during the work period, and do not go home every day. Based on these criteria, 44 respondents were obtained who were considered representative to describe working conditions that were relevant to the research issue.

Data collection was carried out through a Google Form-based *questionnaire* which was distributed online through WhatsApp. The research instrument was compiled using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree", to measure the variables of *work-life balance*, work environment, work stress, OCB, and employee performance. In addition to primary data from the

questionnaire, this study also utilizes secondary data in the form of internal company reports, journal publications, and relevant previous research.

The data was analyzed using *Structural Equation Modelling* (SEM) based on *Partial Least Square* (PLS) with the help of *SmartPLS* software version 4.1.1.2. The analysis is carried out through two stages, namely the evaluation of the measurement model (*outer model*) and the structural model (*inner model*). The *outer model* was tested with the criteria of *convergent validity*, *discriminant validity*, *average variance extracted* (AVE), *composite reliability*, and *Cronbach's Alpha* to ensure the validity and reliability of the instrument. Furthermore, the *inner model* was evaluated by looking at the *R-square* value, *path coefficient*, and significance of the relationship between variables using the *bootstrapping* method with a significance level of 5% (*t-statistic* > 1.96).

The analysis of OCB mediation was carried out using the *Variance Accounted For* (VAF) approach to determine the role of OCB as an *intervening* variable. VAF is interpreted as *full mediation* when >80%, *partial mediation* if it is in the range of 20–80%, and no mediation when <20% (Ghozali & Latan, 2020). With this design, the research is expected to be able to empirically explain the influence of *work-life balance*, work environment, and work stress on employee performance both directly and indirectly through OCB.

RESULTS and DISCUSSION

Result

Validity and Reliability Tests

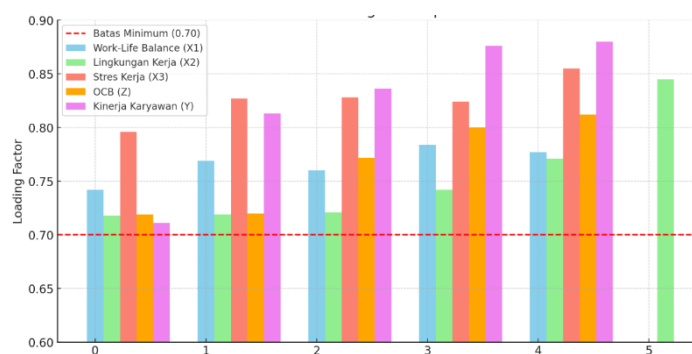
Test Outer Model

The outer model test was carried out to assess the validity and reliability of the indicators. The convergent *validity* results show that all indicators have a *loading factor* value above 0.70 (Table 4.6). This indicates that all indicators are valid in representing the construct.

Table 1 Convergent Validity Results

Variable	Indicators	Loading Factor
Work-Life Balance (X1)	X1.1–X1.5	0.742 – 0.784
Work Environment (X2)	X2.1–X2.6	0.718 – 0.845
Work Stress (X3)	X3.1–X3.5	0.796 – 0.855
OCB (W)	Z1–Z5	0.719 – 0.812
Employee Performance (Y)	Y1–Y5	0.711 – 0.880

Source: *SmartPLS 4.1.1.2, Data processed by the author in 2025*



Graph 1. Loading Factor Per Variable

In addition, the *Average Variance Extracted* (AVE) value of all variables is above 0.50, which is 0.569–0.683. This means that more than 50% of the variation of the indicator can be explained by its constructs. The *discriminant validity* test with *cross loading* also showed that all indicators had a higher loading value in the original construct compared to other constructs, so it was discriminatively valid. The construct reliability test showed *Cronbach's Alpha* values of 0.826–0.886 and *Composite Reliability* 0.838–0.908. All values > 0.70, so the entire construct is declared reliable.

Test Inner Model

Inner models are used to evaluate relationships between latent variables. The R^2 value indicates the Performance of Karyawan (Y): 0.618 → medium-strong, and OCB (Z): 0.283 → low-medium.

Table 2. R-Square Results

Variable	R ²	Information
Employee Performance (Y)	0.618	Medium-strong
OCB (W)	0.283	Low-Medium

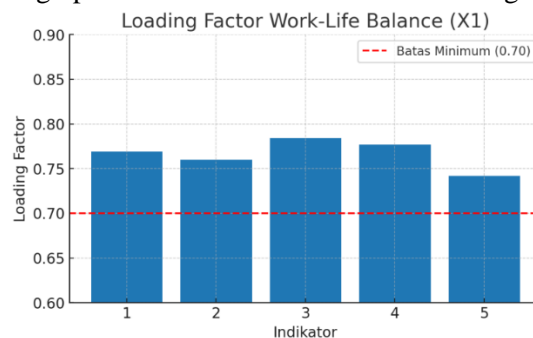
Source: SmartPLS 4.1.1.2, Data processed by the author in 2025

The **Q² Predict** results show values of 0.038 for OCB and 0.102 for Employee Performance, including minor categories. Nonetheless, these positive values suggest that the model still has predictive relevance.

Description of Research Variables

Work-Life Balance (X1)

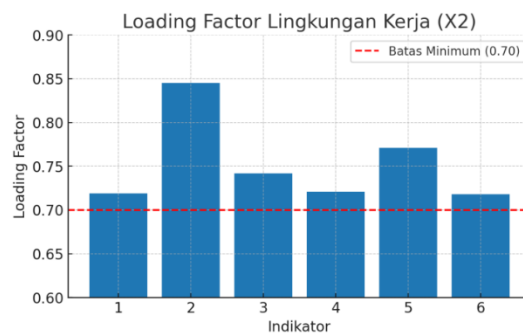
Based on respondents' answers, the X1.3 indicator has the highest loading factor (0.784) while X1.5 has the lowest (0.742). This means that the majority of employees are quite capable of maintaining a work-life balance, although personal satisfaction is still a challenge.



Graph 2. Loading Factor Work-Life Balance

Work Environment (X2)

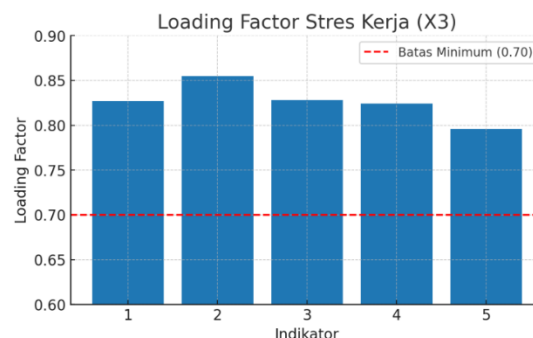
The work environment is considered quite conducive. The X2.2 indicator has the highest loading (0.845) which indicates the physical aspect of work is very important. The X2.6 indicator (0.718) is close to the minimum limit, indicating that there are factors that still need to be improved.



Graph 3. Loading Factor Work Environment

Work Stress (X3)

Work pressure is the main factor, with the X3.2 (0.855) indicator being the most dominant. However, respondents are still able to manage stress so that it does not significantly interfere with productivity.



Graph 4. Loading Work Stress Factor

Organizational Citizenship Behaviour (OCB) (Z)

The voluntary behavior of the employees is quite good. The Z4 indicator (0.812) is the highest, indicating employees have a strong tendency to help colleagues.

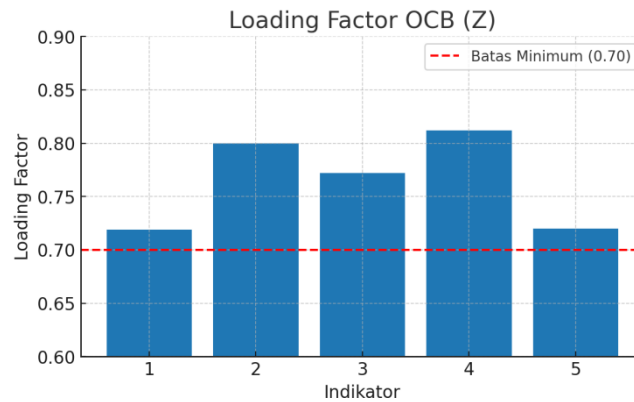
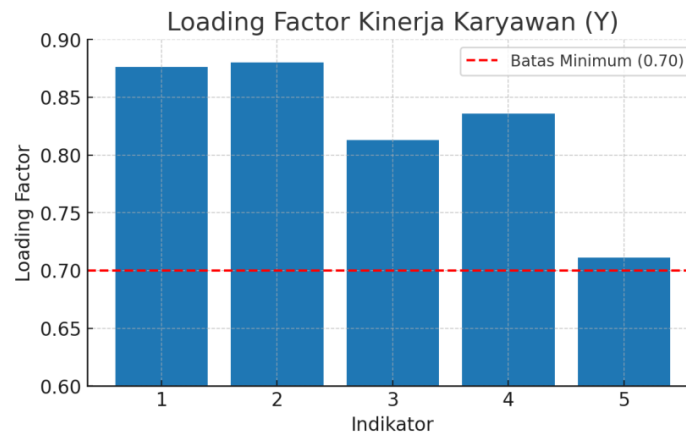


Chart 5. Loading Factor OCB

Employee Performance (Y)

Employee performance is assessed well with the highest Y2 indicator (0.880), reflecting the success of achieving work targets. The Y5 indicator (0.711) is the lowest, indicating that there is still room for improvement in aspects of additional initiatives beyond the main tasks.



Graph 6. Loading Employee Performance Factor

Discussion

The results of this study examined the influence of *work-life balance*, work environment, and work stress on *organizational citizenship behavior* (OCB) and employee performance, with OCB as a mediating variable. Of the ten hypotheses tested, four proved significant and the other six were insignificant. These findings provide an idea that organizational factors have a more dominant role than personal factors in influencing performance in high-intensity work contexts such as in the mining industry.

Table 3. Path Coefficient Hypothesis Test Results

Variable Influence	Original sample (O)	T-statistics (O/STDEV)	Values	Information
Work-Life Balance (X1) -> OCB (Z)	0.073	0.448	0.654	Insignificant
Working Environment (X2) -> OCB (Z)	0.407	2.794	0.005	Significant
Work Stress (X3) -> OCB (Z)	-0.310	1.585	0.113	Insignificant
OCB (Z) -> Employee Performance (Y)	0.575	3.730	0.000	Significant
Work-Life Balance (X1) -> Employee Performance (Y)	0.150	0.803	0.422	Insignificant

Work Environment (X2) -> Employee Performance (Y)	0.489	2.927	0.003	Significant
Work Stress (X3) -> Employee Performance (Y)	-0.270	1.739	0.082	Insignificant
Work-Life Balance (X1) -> OCB (Z) -> Employee Performance (Y)	0.042	0.450	0.653	Insignificant
Work Environment (X2) -OCB > (Z) -> Employee Performance (Y)	0.234	2.250	0.024	Significant
Work Stress (X3) -> OCB (Z) -> Employee Performance (Y)	-0.178	1.419	0.156	Insignificant

Source: SmartPLS 4.1.1.2, Data processed by the author in 2025

First, *work-life balance* has been proven to have a positive but not significant influence on OCB and employee performance. These results suggest that while *work-life balance* has the potential to provide psychological comfort, in a *roster work system* that demands full attendance at a mining site, this factor is less relevant in encouraging extra contributions and performance. These findings are in line with Pradana et al. (2024) and Palar et al. (2022) who stated that *work-life balance* does not have a significant effect on OCB or performance. This confirms that in high-pressure work, performance success is determined more by structural factors such as discipline, procedural adherence, and teamwork culture, rather than by personal life balance.

Second, the work environment has a positive and significant influence on both OCB and employee performance. These findings emphasize that the quality of the work environment, both from physical, social, and psychological aspects, is an important factor that shapes voluntary behavior and productivity. A conducive work environment encourages employees to help each other, maintain shared facilities, and contribute outside of formal duties. This is in line with the research of Katri & Helmi (2023) and Mardiana et al. (2023) which affirm that a positive work environment has a strong effect on OCB and performance, especially in jobs with high physical loads and responsibilities.

Third, work stress has a negative effect on OCB and performance, but both are not significant. This condition suggests that although stress tends to decrease extra-role participation and productivity, in this study the effect was not statistically strong enough. This can be explained by the existence of a *coping* mechanism from employees, most of whom have more than two years of experience, so that they are able to adapt to work pressure. These results are consistent with Atikah & Perkasa (2024) and Maulida & Cholifah (2024) who found that work stress has a negative, but not significant impact on OCB or performance.

Fourth, OCB has been proven to have a significant positive effect on employee performance. This suggests that voluntary behaviors such as helping colleagues, maintaining discipline, and taking the initiative to complete work outside of formal tasks contribute directly to work effectiveness and productivity. These findings support the research of Manfa'aturrohmanasyah & Muhdiyanto (2023) which states that the higher the OCB, the higher the employee performance. In the context of mining, where team coordination is very important, OCB is a vital instrument in maintaining smooth operations.

In addition, the results of the mediation analysis showed that OCB was only able to significantly mediate the relationship between the work environment and employee performance. This means that a good work environment not only has a direct impact on performance, but also affects performance indirectly through the improvement of OCB behavior. This is in line with Kristiawan (2022) who emphasized that OCB plays a mediator role in strengthening the influence of the work environment on performance. In contrast, OCB has not been proven to mediate the relationship between *work-life balance* and work stress on performance, indicating that the influence of these two factors depends more on the individual condition of each employee.

Overall, this study strengthens the understanding that in the context of extractive work with intensive work systems such as mining, organizational factors in the form of the quality of the work environment and OCB behavior have a dominant influence on performance. Meanwhile, personal factors such as *work-life balance* and work stress show a more limited role. Thus, companies need to emphasize more on improving the work environment and strengthening OCB's culture as the main strategy in improving employee performance.

CONCLUSION

This study aims to analyze the influence of *work-life balance*, work environment, and work stress on the performance of employees of PT Coalindo Adhi Perkasa with *organizational citizenship behavior* (OCB) as an *intervening variable*. The results of the study showed that *work-life balance* had a positive but not significant effect on OCB and employee performance, so the hypothesis was rejected. The work environment has been shown to have a positive and significant effect on OCB and performance, so the hypothesis is accepted. Meanwhile, work stress has a negative and insignificant effect on OCB and performance, so the hypothesis is rejected. OCB has a positive and significant effect on employee performance, which means that the hypothesis is accepted. Furthermore, OCB partially mediates the influence of the work environment on employee performance, but does not mediate the relationship between *work-life balance* and work stress and performance.

The implication of these findings is that the improvement in employee performance in the mining sector is more determined by the quality of the work environment and the strengthening of OCB behavior, rather than by personal factors such as work-life balance and individual stress. For the management of PT Coalindo Adhi Perkasa, this result confirms the importance of building a conducive work environment, strengthening team communication and solidarity, and fostering extra-role behavior as a performance improvement strategy. Meanwhile, for the development of human resource management science, this study enriches empirical evidence that OCB has a strategic role as a psychological mechanism that bridges work environment factors with the achievement of optimal performance.

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